

## CHANGES TO THE FOOD FIGHT

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change".

**Charles Darwin**



NATIONAL PLANNING 1

## Resistant to Change

***Same Dog ...***



***with New Fleas***

NATIONAL PLANNING 2

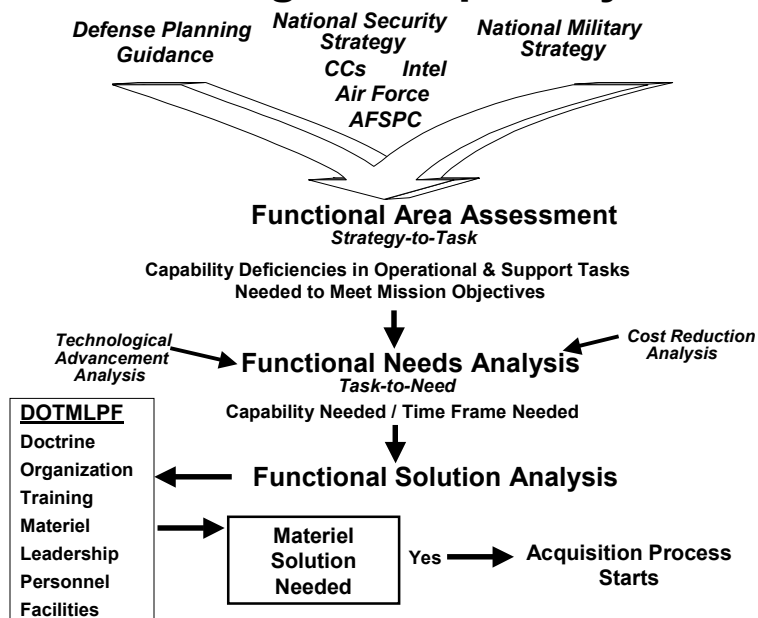
# Seminar Overview

- ▼ The Joint Capabilities Integration and Development System (JCIDS)
- ▼ The Planning, Programming and Budgeting System (PPBS)
- ▼ The Defense Acquisition System (DAS)
  - ◆ Acquisition Categories (ACATS)
  - ◆ Milestone Decision Authority (MDA) Responsibilities
  - ◆ Acquisition Milestones, Phases and Activities
- ▼ How It Applies to Air Force Space Command



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# Determining the Capability Needed



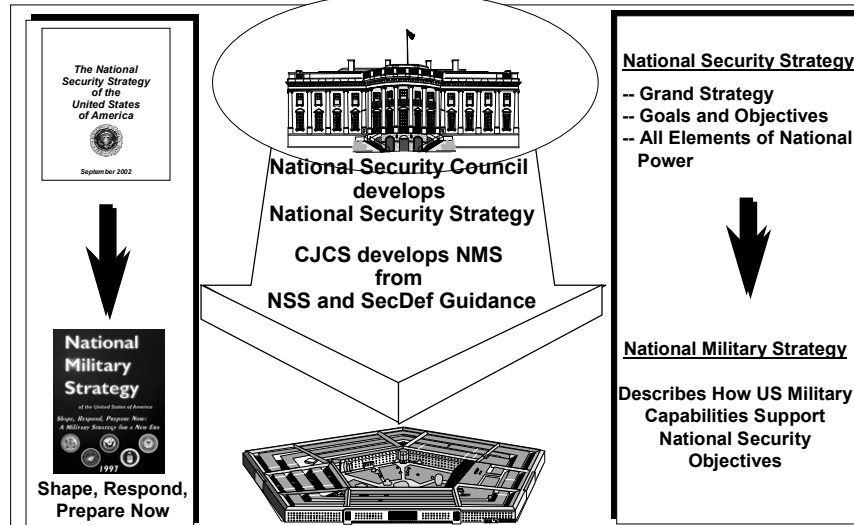
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# National Security Strategy (NSS) and National Military Strategy (NMS)

Document

Process

Purpose



NATIONAL PLANNING 5

## National Strategy



**National Security Council**

NATIONAL PLANNING 6

## Joint Chiefs of Staff (JCS)



Richard B. Myers  
Chairman, JCS



Peter Pace  
Vice Chairman, JCS



Eric Shinseki  
Chief of Staff Army



Michael Hagee  
Commandant of  
Marine Corp.



John P. Jumper  
Chief of Staff Air  
Force



Adm Vern Clark  
Chief of Naval  
Operations.

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## Joint Strategic Planning System (JSPS)



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## Defense Planning Guidance (DPG)

- ▼ Influenced by NMS\*, JPD\* & CPR\*
- ▼ SECDEF's statement of policy, strategy, forces, resources and guidance
- ▼ Basis for program development

\* NMS: National Military Strategy  
JPD: Joint Planning Document  
CPR: Chairman's Program Recommendations

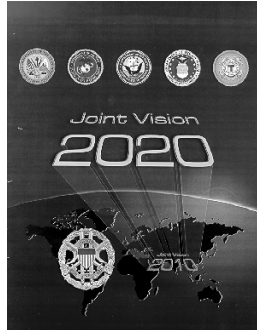
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## Chairman's Program Recommendation (CPR)

- ▼ Supports the NMS: programming priorities, requirements, and advice to the SECDEF for Defense Planning Guidance (DPG)
- ▼ Considers the initial input from the JPD
- ▼ Assesses Joint Warfighting needs
- ▼ Uses Joint Warfighting Capability Assessments (JWCA) and the Joint Requirements Oversight Council (JROC) to refine Chairman's recommendation
- ▼ Attempts to achieve flexible and ready Joint Military Capability in an environment of increasing austerity

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## Joint Vision 2020



- ▼ The vision is a conceptual template that provides a common direction and framework for our Services to develop their unique capabilities as they prepare to meet an uncertain and challenging future.
- ▼ Provides means to study implications of:
  - ▼ Emerging Threats
  - ▼ Technologies
  - ▼ Global changes and their effect on joint doctrine
  - ▼ Future force structure requirements and capabilities

**A Pathway to the Future...  
Today's Vision ...Tomorrow's Armed Forces**

NATIONAL PLANNING 11

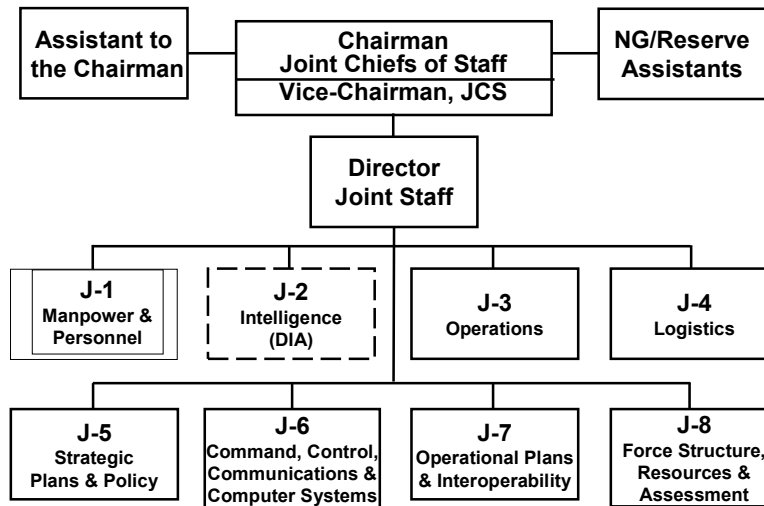
## A Little History

- ▼ Joint Forces employed since 1781
  - ◆ Yorktowne 1781
  - ◆ Vicksburg 1863
  - ◆ Just Cause 1989
  - ◆ Desert Storm 1991



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## Joint Staff



NATIONAL PLANNING 13

## Joint Requirements Oversight Council (JROC)

The JROC is an advisory council to assist the Chairman in fulfilling Title 10 responsibilities. The JROC's primary functions are to

- ▼ Oversee the Joint Capabilities Integration and Development System (JCIDS)
- ▼ Review Major Defense Acquisition Programs (MDAPs)
- ▼ Formulate programmatic advice and alternative program recommendations
- ▼ Serve as the link between the Services, Combatant Commanders, and OSD on joint warfighting capability issues
- ▼ Oversee the Joint Warfighting Capability Assessment (JWCA) Process

The JROC meets twice a week to carry out these functions, however, JROC process meetings occur five times a week

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# JROC Membership



**JROC Secretary**  
Director, J-8

**JROC Chairman**



**Vice Chairman,**  
Joint Chiefs of Staff



**Vice Chief of Staff, US Army**



**Vice Chief of Naval Operations**



**Vice Chief of Staff, US Air Force**



**Assistant Commandant, Marine Corps**

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# Joint Warfighting Capabilities Assessment (JWCA) Teams

Joint  
Participants Staff Services CCs DOD  
OSD Agencies Others

**JROC**

Sponsors

J-8	<b>Dominant Maneuver</b>	
J-8	<b>Precision Engagement</b>	
J-3	<b>Information Superiority</b>	
J-4	<b>Focused Logistics</b>	
J-8	<b>Full Dimensional Protection</b>	
J-6	<b>Comm/Computer Env</b>	
J-2	<b>Intel, Surveillance &amp; Recon</b>	
J-5	<b>Strategic Deterrence</b>	

Fulfilling  
JCS/JROC  
Tasks &  
Contract

## IMPACTS

- Supply knowledge
- Shape the debate
- Offer recommendations
- Offer options

**J-8:**

- Administers all JWCAs
- Integrates JWCA issues

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# Combatant Commands Warfighter

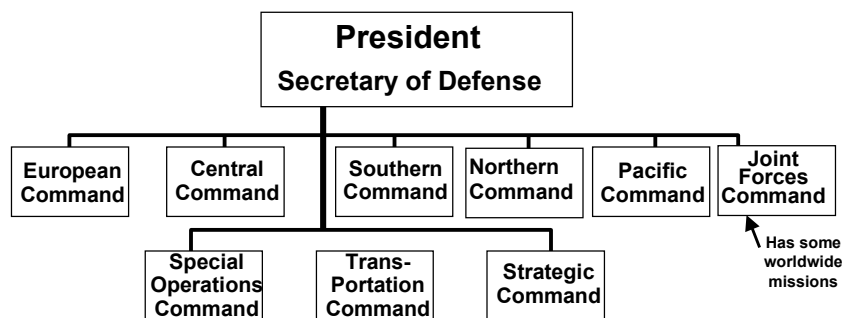


- ▼ Establishes Unified Command/Specified Combatant Commands: President through SECDEF with advice and assistance of CJCS
- ▼ Assigns almost all forces to Combatant Commands
- ▼ Establishes the chain of command: President to SECDEF to Combatant Commander
- ▼ Authorizes President to Direct communications through CJCS
- ▼ Authorizes SECDEF to assign CJCS oversight of Combatant Commands
- ▼ Grants Combatant Commanders authority over component commands: commander selection, UCMJ, and budgeting

**Authority: Chapter 5, Title 10 US Code**

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## Current Combatant Commands (The Warfighter)



- ▼ Six (6) have geographical responsibility
- ▼ Three (3) have worldwide responsibility
- ▼ Direct link to President & Secretary of Defense

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# Requirements Generation System (RGS)

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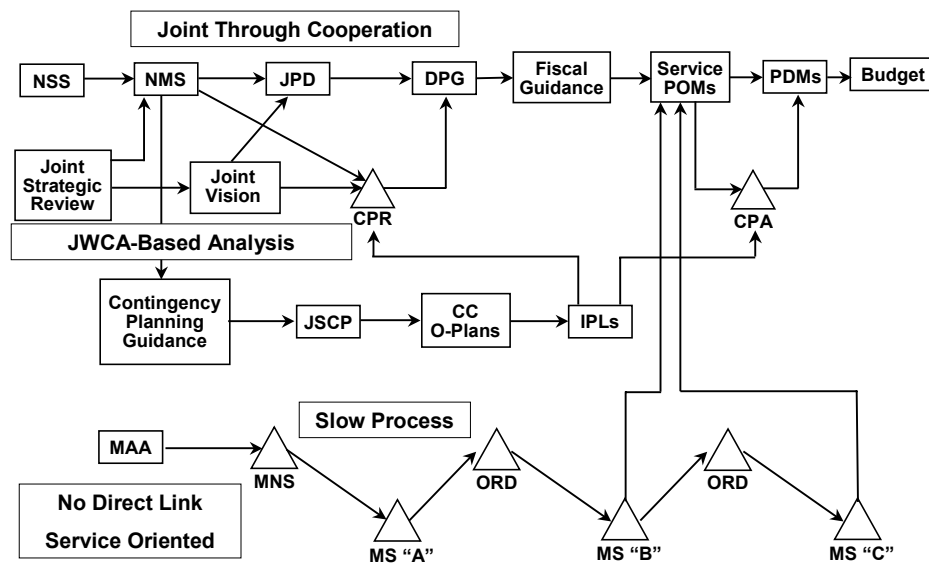


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# Joint Capabilities Integration and Development System (JCIDS)

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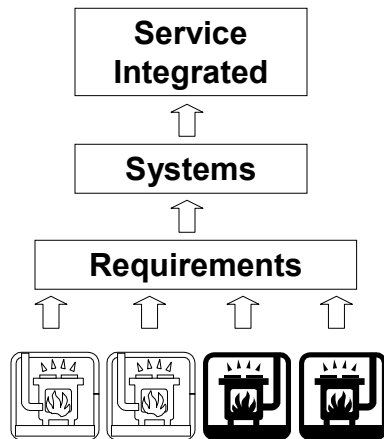
# Decision Process Today



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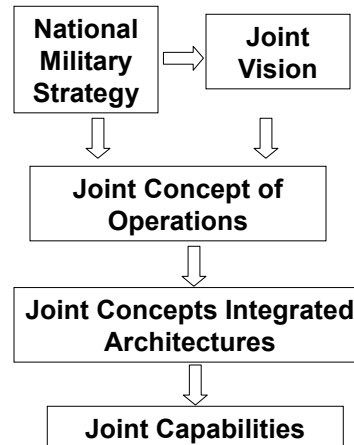
# So, What's Different?

## *Requirements Generation System*



**Bottom Up, Often Stovepipe**

## *Joint Capabilities Integration and Development System*



**Top Down, Born Joint**

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# Capabilities Based Planning

Move from threat-based strategy based on:

- ◆ Who the adversary might be
- ◆ Where war might occur

To capabilities-based strategy:

- ◆ How an adversary might fight
- ◆ Identify what capabilities we might require to defend against, deter, and defeat those who rely on:
  - ◆ Surprise
  - ◆ Deception
  - ◆ Asymmetric warfare



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## Capability Defined

- ▼ The quality or state of being capable; potential ability; the capability to be used, treated, or developed for a particular purpose
  - » Webster' New Riverside Dictionary
- ▼ Ability to execute a specified course of action
  - » Joint Publication 1-02
- ▼ A capability is a combination of organized and trained people, force structure an/or equipment, robust command and control, with a Concept of Operations (CONOPS) and infrastructure for performing a particular function or set of tasks
  - » AF Strategic Plan Vol III (pg 6)

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## Effects Based Capabilities

- ▼ Many ways to achieve a particular effect
  - ◆ Example: Halting an enemy advance
    - ◆ Destroy every vehicle in the adversary force
    - ◆ Destroy key bridges to contain adversary
    - ◆ Interfere with adversary communication to prevent units from ever hearing command to advance in the first place
- ▼ By defining what you want to achieve and not specifically how, you allow consideration of potentially smarter solutions
- ▼ The capabilities needed are the three courses of action
- ▼ Note that many potential system solutions could provide each of these capabilities
- ▼ Capabilities-focus allows the developer flexibility in defining solutions while ensuring that the “final” solution still meets your (the user's) needs

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## RGS versus JCIDS

### Requirements Generation System (RGS)

- ▼ Requirements developed bottom-up
- ▼ CRDs integrate
- ▼ JROC for ACAT I/IA (SI)
- ▼ Components validate and approve the rest
- ▼ Self-policing for coordination
- ▼ Talks about evolutionary acquisition

### Joint Capabilities Integration Development System (JCIDS)

- ▼ Captures joint capabilities
- ▼ Architectures and common concepts set the stage
- ▼ All proposals screened for joint applicability regardless of ACAT
- ▼ FCB is responsible for coordination of functional area
- ▼ Implements evolutionary acquisition

**Some similarity in document content  
The difference is in how you get there**

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## ICD Versus MNS

### Mission Need Statement (MNS)

- ▼ Talks to mission need
- ▼ Looks at non-materiel and materiel alternatives
- ▼ Developed bottom-up
- ▼ Good forever

### Initial Capabilities Document (ICD)

- ▼ Captures the analysis
- ▼ Framed by common concepts
- ▼ What's the desired capability?
- ▼ Insufficient analysis gets help
- ▼ Evaluates multiple materiel approaches
- ▼ Recommends a materiel approach
- ▼ Addresses a single capability
- ▼ Archived at MS-B
- ▼ Body no more than 10 pages

**Some similarity in content  
The difference is in the analysis and the common joint picture**

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## ORD Versus CDD

### Operational Requirements Documents (ORD)

- ▼ Describes the materiel solution
- ▼ Attributes and KPPs

### Capabilities Development Document (CDD)

- ▼ Describes the SDD effort to develop materiel solution for the increment
- ▼ Attributes and KPPs for the increment
- ▼ Describes the program to get to the complete solution
- ▼ Updated at prior to each Milestone B
- ▼ Incorporates lessons learned
- ▼ Body no more than 35 pages

**Some similarity in content**  
**The CDD is focused on development and demonstration effort for the increment**

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## ORD Versus CPD

### Operational Requirements Document (ORD)

- ▼ Describes the materiel solution
- ▼ Attributes and KPPs
- ▼ May be updated for MS-C

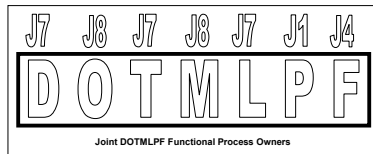
### Capabilities Production Document (CPD)

- ▼ Describes the SDD effort to produce materiel solution for the increment
- ▼ Revised production attributes and KPPs for the increment
- ▼ Applies to a single production increment
- ▼ Body no more than 30 pages

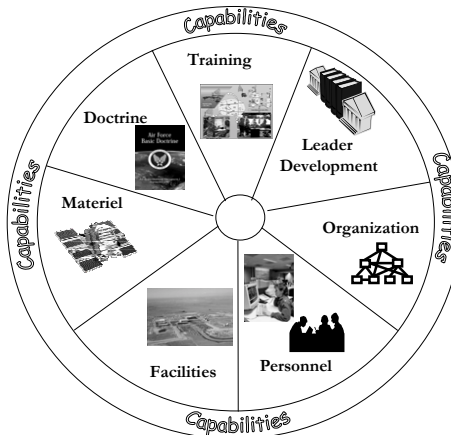
**Some similarity in content**  
**The CPD is focused on production of the increment**

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## Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF)



**Co-Evolved Joint  
Interoperable Capability**



**A materiel only solution is insufficient for creating a warfighting solution. Synchronization across the DOTMLPF spectrum is required**

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## Functional Capability Board (FCB)



**"The heat is on to speed up the capabilities process"**

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## FCB Functions

- ▼ Organization, analysis & prioritization of requirements within functional area
- ▼ Develop and update functional concept
- ▼ Ensure integrated architecture reflects the functional area
- ▼ Ensure new capabilities are conceived and developed in joint warfighting context
- ▼ Ensure JCIDS documents are consistent with integrated force, leverage abilities of the department, and contribute appropriately
- ▼ Develop and maintain prioritized list of Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facility requirements (DOTMLPF)
- ▼ Validate ACAT II and below Joint Impact proposals
- ▼ JROC approves which FCBs exist, functional areas, lead organization to chair each FCB

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## FCB

- ▼ Membership
  - ◆ Flag officer from the lead Combatant Commander
  - ◆ Non-flag officer representatives Combatant Commanders, Services, OSD, Joint Staff and appropriate agencies
- ▼ Authority
  - ◆ Develop functional concept and associated architecture operational views
  - ◆ Validate ACAT II / III capability documents
- ▼ Responsibility
  - ◆ Conduct mission area analysis to identify joint requirements
  - ◆ Develop material and non-material alternatives that achieve desired joint capabilities
  - ◆ Evaluate proposed material and non-material changes using JROC approved metrics
  - ◆ Re-validate concepts and architectures on an annual basis
  - ◆ Prioritize requirements within functional area

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## Deputy Director JWCA Gatekeeper



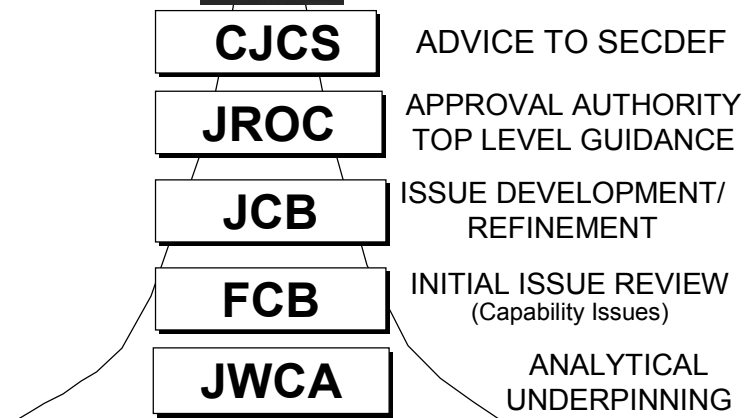
- ▼ Evaluate new input to the JCIDS submitted from outside the FCB process into the JCPAT
- ▼ DDJWCA will designate the proposal as “JROC Interest”, “Joint Impact”, “Joint Integration” or “Independent”
- ▼ Ensure all materiel and non-materiel solutions packages are coordinated with the appropriate FCBs throughout their approval and implementation cycles
- ▼ Maintain a database of requirements proposals (DOTMLPF) processed through the gatekeeper function

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## JROC Decision Chain

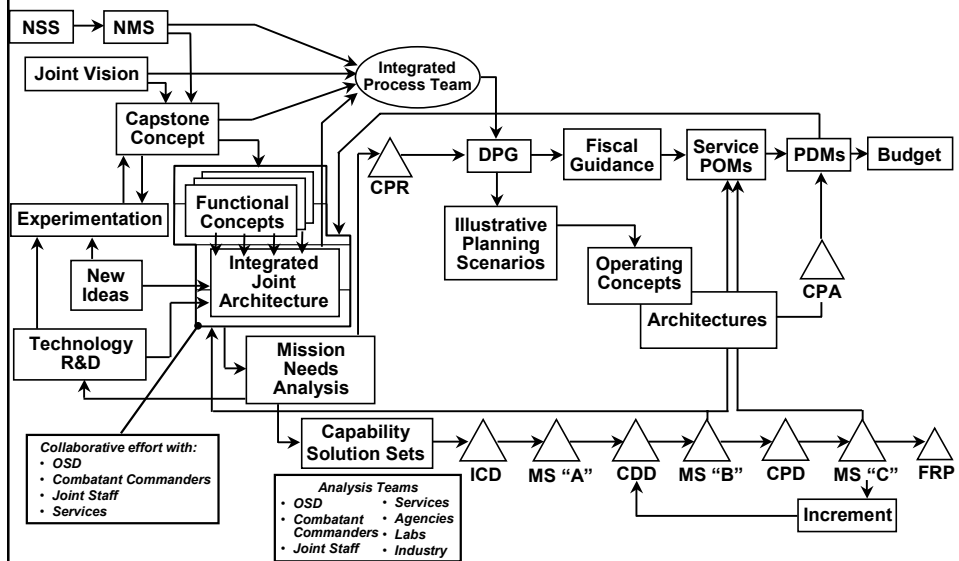


***FINAL DECISION  
AUTHORITY***



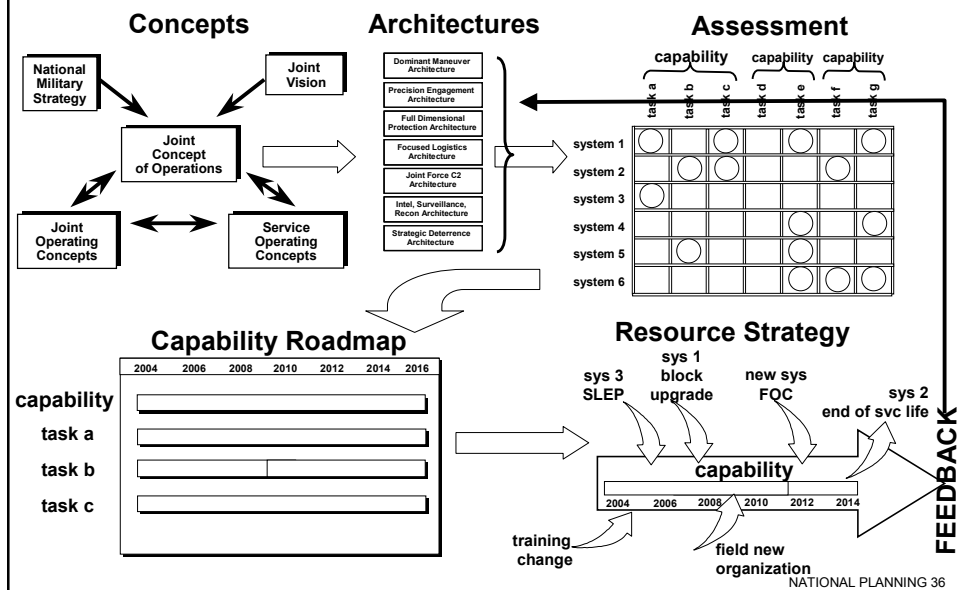
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# Improved Decision Process



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# Proposed Methodology



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# Implementation

- ▼ Capstone Requirements Documents (CRDs)
  - ◆ JROC approved still current
  - ◆ Annual listing of effective CRDs and CRDs approved for development
- ▼ MNS
  - ◆ No new MNS
  - ◆ No MNS over four years old will support a MS-A or direct to MS-B or MS-C decision
- ▼ ORD
  - ◆ No ORDs six months after signature of CJCSI 3170.01C

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# Making the Connection



Chances are you are going to meet people who do not understand their day-to-day mission

Making the connection between day-to-day operations and national objectives is tough, but essential

NATIONAL PLANNING 38

## National Strategy Review

1. T ☐ F ☐ A capability is what is needed to meet an desired effect.
2. T ☐ F ☐ The President and NSC are responsible for developing the National Security Strategy.
3. T ☐ F ☐ The National Military Strategy is derived from the National Security Strategy.
4. T ☐ F ☐ The Joints Chiefs of Staff are in the operational chain of command.
5. T ☐ F ☐ DOTMFPL is a guide only and not mandatory for capability documents.
6. T ☐ F ☐ The Quadrennial Defense Review is conducted every four years in even years.
7. T ☐ F ☐ There are nine (9) Unified Commands.
8. T ☐ F ☐ The JROC is comprised of the Service Chiefs.

## QUESTIONS

